



## **Reducing Reoffending Third Sector Advisory Group (RR3)**

12<sup>th</sup> September 2023, (10:00am-1:00pm) via Teams

### **Attendees:**

Anne Fox, Clinks (Chair)  
Bronte Jack, Clinks (Secretariat)  
Sam Julius, Clinks  
Adam Moll, The Social Interest Group  
Carolyn Houghton, Rethink Mental Illness  
Dez Brown, Spark2Life  
Ellie McNeil, Liverpool and Sefton YMCA  
Maria McNicoll, St. Giles Trust  
Peter Dawson, Prison Reform Trust  
Steve Matthews, Shelter  
Vicki Markiewicz, Change Grow Live  
Alasdair Jackson, Recycling Lives  
Bernie Bowen-Thomson, Safer Wales  
Helen Dyson, Nacro  
Lisa Dando, Brighton Women's Centre  
Paul Grainge, Recoop  
Ruth Boyd, Head of Stakeholder Engagement, HMPPS  
Tina Parker, PACT

### **Officials:**

Adam Bailey, Deputy Director for Reoffending and Resettlement Policy, Ministry of Justice  
Andrew Lewin, Senior Manager for Third Sector Partnerships and Programmes Team, HMPPS  
Bettina Crossick, Head of Third Sector Partnerships and Programmes Team, HMPPS  
Joanna Marston - Senior Lead for Reducing Reoffending, HMPPS  
Shazia Fletcher, Head of Reoffending Policy, Ministry of Justice

### **Apologies:**

Khatuna Tsintsadze, Zahid Mubarek Trust  
Paul Grainge, Recoop  
Pippa Goodfellow, Alliance for Youth Justice  
Stephen O'Connor, Deputy Director for Probation Policy, Ministry of Justice

### **1. Welcome and introductions**

- 1.1. Anne Fox welcomed members and officials.
- 1.2. During the meeting, Adam Bailey, Deputy Director for Reoffending and Resettlement Policy, Ministry of Justice, and members of his team delivered a presentation on key updates around the Reducing Reoffending Strategy, focusing on employment, accommodation, and substance misuse.

1.3. Subsequently, Joanna Marston, Senior Lead for Reducing Reoffending, HMPPS, joined the group to discuss new changes to the Head of Reducing Reoffending (HoRR) roles in prison.

**2. Adam Bailey, Deputy Director for Reoffending and Resettlement Policy, Ministry of Justice**

2.2 Adam Bailey noted his attendance at the RR3 ahead of the publishing of the Prison Strategy White Paper in 2021 to test ideas around three priorities: employment, accommodation, and substance misuse. The White Paper was then published in December 2021, followed by the 3-year Spending Review. He then provided a status update on those three areas of delivery, and outcomes seen, and gauged views around barriers faced in those areas.

2.3 Shazia Fletcher, Head of Reoffending Policy, gave an overview of key areas of focus for activity and investment taken forward since 2021 in the Education and Employment space.

2.4 The key objectives for **employment** were:

- Supporting and preparing prisoners for work
- Strengthening links to support access to the labour market
- Ensuring people leaving prison have access to employment support in the community.

2.5 To achieve this they have incorporated new specialist roles in Prison, including Heads of Education, Skills and Work, to design in-prison education and training curriculums, and Prison Employment Leads and Neurodiversity Support Managers to support neurodiverse people in prison to improve their employment prospects.

2.6 Employment Advisory Boards have been rolled out, chaired by local business leaders, who advise prisons on the skills they deliver so that they align with local labour market need.

2.7 ID and Banking Administrators have been appointed to arrange ID and bank accounts for people in prison who require them. In the first year of rollout, they arranged over 11,000 pieces of ID.

2.8 Employment Hubs also provide physical spaces in prisons where people can access job vacancies and support with applications and CVs.

2.9 Incorporation of additional Post-Release Support, providing timely access to Department of Work and Pensions work programmes and employment support, and access to benefits where needed.

2.10 In terms of current progress:

- The proportion of people who were employed at 6 months from their release more than doubled between April 2021 and March 2023, from 14% to 30.4%.
- 400+ employers registered with New Futures Network
- Evaluation of Prison Employment Leads found that four in five (82%) prison staff felt there had been a moderate to very high impact on people in prison in terms of preparing for and finding suitable employment as a result of funded activities.
- Those who employ prison-leavers are overwhelming positive about their experience.

2.11 On **accommodation** the key objectives were:

- Preventing homelessness through collaborative working between Prisons, Probation and Local Authorities
- Providing appropriate, temporary accommodation immediately from prison, providing a base for rehabilitation
- Working with the Department for Levelling Up, Housing and Communities (DLUHC) and the Welsh Government to secure settled accommodation.

2.12 To achieve this, Community Accommodation Services Tier 3 for prison Leavers at risk of homelessness (CAS-3) was rolled out nationally.

2.13 There has been expansion of Community Accommodation Services Tier 1 (CAS-1) accommodation service for high-risk prison leavers as well as expansion of Community Accommodation Services Tier 2 (CAS-2) service which provides suitable accommodation for bailee's and those on Home Detention Curfew (HDC).

2.14 Strategic Housing Specialists have been appointed to work across resettlement prisons to provide strategic engagement between HMPPS, local authorities and other criminal justice system agencies

2.15 They are working in partnership with other Government Departments including DLUHC, on the Accommodation for Ex-Offenders Scheme (AfEO)- a scheme to support prison leavers homeless on release to find settled accommodation in the private rented sector. As well as work with the Welsh Government as local authorities move to a Rapid Rehousing approach.

2.16 In terms of current progress:

- The proportion of persons release from custody who are housed at 3 months from their release was 75.5 % between April 2022 and March 2023
- In the year to March 2023, 86.3% of prison leavers were housed on the night following release (excluding cases out of scope of where the status was unknown). CAS3 regions have consistently performed highly
- As of 16<sup>th</sup> February 2023, 31% of CAS-3 residents have been recalled to prison or imprisoned for a new offence, against evidence suggesting that 63% of those without settled accommodation are recalled to custody.

2.17 On **substance misuse**, the key objectives were:

- Increasing engagement and retention in drug treatment
- Improving recovery outcomes
- Reducing drug-related crime and harms

2.18 To deliver these objectives the Ministry of Justice (MoJ) has been recruiting Drug Strategy Leads to support coordination of a whole system approach to drugs.

2.19 There are now 60 Incentivised Substance-Free Living Units in prison, as well as the pilot for specific Drug Recovery Wings, to create a better environment and incentives for people in prison to engage with treatment.

2.20 Provision of more laptops and licenses, has enabled people in prison to attend virtual appointments with community treatment providers pre-release.

2.21 Health and Justice Partnership Coordinators have been recruited for every Probation region to build those strategic links between Prison, Probation, and treatment providers in the community.

2.22 The MoJ are working on improving data and information sharing between criminal justice, health partners and local authorities. They have been rolling out the Probation Notification Actioning Project, to ensure Probation are aware of treatment referrals for people about to be released. This is live in a few regions and the aim is to have this nationwide by Spring 2024.

2.23 In terms of progress:

- In 2021/22, 62% of the adults who were taken directly into custody started treatment immediately on arrival, and 88% started within 3 weeks of arrival.
- In 2021/22 the proportion of adults released from prison and successfully starting community treatment within 3 weeks of release was 37.4%.

2.24 Adam Bailey asked the group:

- What do you consider to be the single most impactful initiative we are delivering?
- What are the most common barriers you are currently observing in these three areas?
- What is the single most impactful thing we should focus on going forward to achieve these objectives?

2.25 Josh Stunell stated he would like a focus on the roll out of CAS-3 provision in Devon and Cornwall as his organisation are finding it very difficult to get people into accommodation following release.

2.26 David Morgan praised the positive steps around supporting individuals to obtain bank accounts and personal identification. The new Heads of Education, Skills and Work should have a positive impact in enabling links to be joined up, and more capacity to focus on the issues around employment.

2.27 Vicki Markiewicz raised concern around level of investment for therapeutic interventions. Previous engagement from sector with NHS England around service design on those intervention came quite late and was mainly led by Collective Voice and Clinks colleagues. She stated there was disappointment from the sector on that, and highlighted a lack of understanding around where pilots would take place in advance and ability to influence those models. She called for better inclusion and earlier engagement going forward. The continuity of care target feels driven by a process rather than thinking about continuity of care at the beginning of someone's journey. She offered to support HMPPS on how to improve practice so that the figures match the reality on the ground. She pointed to the IPS (Individual Placement and Support) initiative, which is a model of supported employment for those with serious mental illness and substance misuse issues in the community, and asked if there was opportunity to link this with HMPPS' other employment work in prisons, given the benefit of engaging people prior to release in employment support offered by substance misuse recovery providers. She mentioned that Dame Carol Black is conducting a review of recovery in prisons and sees this as a huge opportunity for the sector to utilise the information to refresh the White Paper strategy going forward.

2.28 Adam Moll added that there needs to be ongoing floating support for those leaving approved premises and CAS-3 accommodation as it is very difficult to keep these cohorts stable despite interventions to support them on release. Regarding employment, he pointed to the high number of vacancies in social care, and there is an opportunity for those who able to work with vulnerable people to access these jobs with the right support and training packages.

2.29 Alasdair Jackson commented that there have been many improvements, however we still have some way to go. He felt that people in prison are still not being prepared enough for employment on release, and job opportunities within prison are so important. When in the community, people often lose momentum, and more support is needed upon release. In relation to accommodation more support is needed when people move on from CAS-3 provision.

2.30 Maria McNicholl highlighted the importance of having the voluntary sector on Employment Boards, as they support people accessing Release on Temporary Licence (ROTL). She called for more diversity and lived experience incorporation on these boards.

2.31 Steve Matthews noted the structural issues around accessing social and private rented sector to house people on release. Whilst the continued roll out of CAS-3 provision is important, we can't ignore the structural issues such as affordability and benefits. He stated that having more floating support for people leaving temporary accommodation is critical.

2.32 Dez Brown would like to see more support for people in prison with serious mental illness, and asked whether there is more research that can be done around better service provision.

2.33 David Morgan feels that in relation to the new employment initiative: Prison Employment Leads etc., there is still some conflict between stakeholders and is cautious for people not to be viewed as commodities. Self-employment is still something that is underutilised in thinking around employment for people leaving prison, and he is involved with research from Leeds University around this that he can share when published.

2.25 Lisa Dando would like to see how data can be disaggregated in terms of gender so we can understand the impact for women. Employment, Training and Education (ETE) is necessarily a priority need for women when they are released, however we would like to see resources disproportionately allocated amongst men and women. Accommodation is a key area, however safe and appropriate CAS-3 provision for women is lacking. She made a plea for a holistic approach to support individuals and to better understand how ETE, accommodation and substance misuse needs intersect and should be tackled together.

2.26 Bernie Bowen-Thompson echoed Lisa Dando's comments around a holistic approach rather than working in silos. She raised an example in Wales, where work is being done with Transport for Wales employing people following release or for those who have a conviction, and called for recognition that the needs of women are very different when seeking employment.

### **3. Joanna Marston - Senior Lead for Reducing Reoffending, HMPPS**

3.1 Joanna Marston explained how the changes to the Heads of Reducing Reoffending (HoRR) roles, came about following the introduction of the new Head of Education, Skills and Work (HESW) roles, which created an opportunity to refine and refocus the role.

3.2 The two roles were developed through Working Groups last year and tested across 17 Accelerator Prison sites over 2022/23.

3.3 The key principles in developing the refined HoRR role:

- HoRR will remain as heads of function with the same job title and banding.
- Recognition that a one-size-fits all will not work, and flex is built into the roles to fit prison types and staffing profiles.
- HoRR often have varied expertise and skills, and the redefined roles seek to harness these mixed skill sets.

3.4 The vision for the refined HoRR role aims to empower HoRRs to have overall responsibility for the design and delivery of the regime so that it meets the Reducing Reoffending needs of all people in prison:

- Needs analysis and regime design- responsibility and oversight of the needs analysis and regime design so that the offer within your prison is tailored and sequenced in a way which meets the reducing reoffending need of all people in prison. They will require close partnership with other functions and key stakeholders across the prison.
- Reducing Reoffending (RR) Strategy and pathways- HoRR will retain responsibility for the strategic approach to reducing reoffending and resettlement, including continued oversight and delivery of all no-education, skills and work pathways within the regime and related outcomes on release
- Maximising opportunities with external partners- Develop stronger partnerships with OMU & Community Probation to streamline referral pathways between prison and probation and explore opportunities for collective commissioning. Seeking out

opportunities across the voluntary sector and other external agencies, and other parts of the public sector, to strengthen the RR offer within prisons and into the community

- Implementation of new RR interventions- The Head of Function responsible for implementing several initiatives such as The Resettlement Passport, rollout of the Universal Credit trial and accommodation pathways into CAS-3 provision.

3.5 The HoRR will continue to have strategic responsibility for the following Reducing Reoffending pathways:

- Family and significant others
- Housing
- Health and Drug Strategy
- Finance, Benefit and Debt
- Attitudes, Thinking and Behaviours (Offending Behaviour Programmes)

3.6 They will be required to provide strategic steers and support to the HESW in respect to Education and Employment pathways.

3.7 HMPPS is providing training, networks, and operational guidance for the refined role.

This includes:

- A comprehensive virtual and e-learning training package
- Regional Community of Practice groups to share best practice, and feedback issues and opportunities to HQ
- Ongoing national virtual/in-person engagement events to encourage continued development, with the possibility for voluntary sector organisations to present at each meeting
- Operational guidance - which will be a live document – detailing how the role operates in practice, aiming to provide HoRRs with information to understand their key responsibilities and relationships, and to deliver evidence-based, and effective services focused on reducing reoffending. It will also capture where a nuanced approach is needed, based upon prison type.

3.8 They hope to see increased skills and confidence around contracts, needs assessment and analysis and voluntary sector work.

3.9 Josh Stunell commented on the need for voluntary sector involvement to be embedded in the HoRR roles.

3.10 Vicki Markiewicz added she was enthused by the training provided to HoRRs, and supported the point around the inclusion of voluntary sector presenters at engagement events and stated she would be happy to support any of the work from the substance misuse perspective.

3.11 Dez Brown asked about the incorporation of the chaplaincy and their role in rehabilitation.

3.12 Joanna Marston stated that they have engaged with the central faith team and included a whole chapter of guidance around the importance of faith and its role in reducing reoffending. Some HoRRs line manage the Chaplains.

3.13 Bettina Crossick noted that Joanna's work feeds into the work of her own team. Her team has spoken to over 300 voluntary sector organisations around the MoJ's voluntary sector framework which she will speak on further in the Updates section.

3.14 Joanne O'Connor asked about the role of HoRRs in commissioning.

3.15 Bettina Crossick stated that there isn't a commissioning framework in prisons, and admits this area absolutely needs to be progressed.

#### **4. Updates**

4.1 Bettina Crossick gave an update on the work of her team. They just closed the second round of the Innovation Grants Programme, with £250,00 for small organisations, for which they had a huge response. They are working with Clinks and the Association of Charitable Funders around investment and seeking to understand what is available and where improvements are needed.

4.2 She explained that Amy Rees, Director General Chief Executive at HMPPS, is wanting to link far more with the voluntary sector as they move towards the 'one HMPPS' approach.

4.3 Alisdair Jackson asked for a push towards Employment Advisory Boards having a voluntary sector representative.

4.5 Bettina Crossick responded that she will keep this in mind and is keen to include more voluntary sector partners on Third Sector Advisory Board.

4.6 Andrew Lewin, Senior Manager for Third Sector Partnerships and Programmes Team, gave a brief overview of some of the team's work. They have been meeting with voluntary sector organisations and HMPPS colleagues to gather feedback on a new voluntary sector partnership approach paper. This sets out principles for partnership working, which were tested in workshops across regions. The feedback was then collated, and an action log has been devised with around 40 actions. These will then be developed into an action plan. Working alongside Clinks on this, the plan will be shared with participants soon. He explained key feedback focused on the funding pipeline and planning, issues around the dynamic framework, data sharing from HMPPS systems onto provider systems, and how HMPPS can better connect regionally and locally with voluntary organisations.

4.7 Bettina Crossick wanted to reiterate that her team is becoming a key link between MoJ, HMPPS and the voluntary sector, and hopes to link RR3 members to strategic MoJ operational policy leads.

4.8 Lisa Dando added she was keen to work collaboratively on implementing the action plan.

#### **5. SIG update – Sam Julius, Head of Influence and Communications, Clinks**

5.1 Sam Julius outlined the focus on four specialist interest groups (SIGs) for the work year 2023/24.

5.2 Clinks are planning a Problem-Solving SIG, sponsored by Adam Moll, which will focus on staffing, including retention, involving lived experience, reward and incentive schemes, tackling burnout. Some current work around vetting will also be incorporated.

5.3 The first session for a Commissioning SIG will take place around early November, sponsored by Helen Dyson. This will build on ongoing work between Clinks and HMPPS around the next generation of CRS contracts and provide a link with the newly-constituted national stakeholder advisory group (which Clinks sits on). The SIG will focus on issues around people-centred, outcome-driven centred service delivery, multiagency processes and data and creating a robust supply chain incorporating smaller specialist organisation.

5.4 The first session for the Accommodation SIG will take place at the end of October, sponsored by Steve Matthews, and will focus on barriers for people leaving prison in accessing temporary or settled accommodation.

5.5 Finally, planning for the Employment SIG, sponsored by Alasdair Jackson is progressing, and is linked in with New Futures Network. This will focus on high quality workshops, better wage structure in prisons, engagement with employers, and engaging people furthest away from labour market.

#### **6. Close**